


The Influence of Motivation and Work Discipline on Employee Performance Through Job Satisfaction As an Intervening Variable (Study at PT.Branky Bumi Asri)

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ARTICLE INFO	ABSTRACT
<p>Article history:</p> <p>Received Sep 26, 2023 Revised Oct 15, 2023 Accepted Oct 25, 2023</p> <p>Keywords:</p> <p>Motivation work discipline employee performance job satisfaction</p>	<p>Work quality will increase when employees are able to do tasks in line with their skills and the nature of the position they hold. Using job satisfaction as a mediator, this study will analyze how employee motivation and work discipline affect performance and happiness at PT Branky Bumi Asri. This research uses a quantitative strategy based on a survey sent to all 58 workers of PT Branky Bumi Asri. Total sampling is employed, and Likert-scale questionnaires are utilized to obtain primary data. Multiple linear regression, hypothesis testing, the Sobel test, and checks for validity and reliability are all part of the data analysis process. Employee performance at PT. Branky Bumi Asri was shown to be highly influenced by employees' levels of motivation and work discipline. The importance of job happiness as a mediating variable shows the interconnectedness of motivation and work discipline with employee performance within the framework of the organization's work environment.</p> <p><i>This is an open access article under the CC BY-NC license.</i></p> 

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1. INTRODUCTION

Excellent human resources (HR) play a central role in achieving organizational goals. This fact confirms that the human aspect has a much more significant impact than other aspects. The skills possessed by HR need to be developed into valuable individuals who become the backbone of the organization, both in institutions and companies. Getting workers who have high competence and are able to deliver consistent results above average is a key factor in driving the development of the organization towards achieving its goals. Workers who have these qualities have the ability to understand and complete tasks with efficiency, creativity, and high quality. By assigning tasks in accordance with the potential and skills of employees, a strong synergy will be created between individuals and the work done. This has a positive impact on improving the quality of work and contributes to improving organizational performance Overall. According to Effendy and Fitria (2020) that human resources are central figures in organizations and companies so that management activities run well, companies must have knowledgeable and highly skilled employees and strive to manage the company as optimally as possible so that employee performance increases.

According to Hasibuan (2010) work discipline has dimensions, namely complying with company regulations, effective use of time, work responsibilities and absenteeism. Work discipline, as found by Farid and Wahyundaru (2020), also plays an important role in influencing performance.

Discipline can be reflected in the morale and attitude of the workers. In addition to work discipline, employees who have high work motivation tend to be happier and productive, as highlighted in various studies. On the other hand, Ekhsan (2019) explained that one of the influential factors in employee performance is work motivation. Motivation is a state in a person's person that encourages an individual's desire to carry out certain activities to achieve goals. Every company always wants the performance of each of its employees to increase. Elisabet and Florents (2021) explained that work motivation has dimensions, namely the drive to achieve a goal, work enthusiasm, initiative and creativity, and a sense of responsibility. Research by Suwandana and Perdanawati (2020) shows that motivation has a substantial positive impact on job satisfaction. Job satisfaction reflects the emotional state associated with an individual's evaluation of his job. Anastia, et.al (2021), explained that job satisfaction is not just a quantitative result, but also involves emotional dimensions and individual perceptions of their work. Someone who feels job satisfaction will indirectly be motivated and increase discipline at work in order to produce good performance. Pratama et al, 2022 suggest that job satisfaction indicators are salary and compensation, work environment, leadership and management, involvement and participation, career development opportunities.

In a previous study, Afandi and Bahri (2020) explained that there are negative factors that can reduce employee performance, including decreased employee desire to achieve work performance, lack of punctuality in completing work so that they do not obey regulations, there are no examples that must be used as a reference in achieving good work performance. To maintain employee performance is well maintained, discipline is needed at work.

Conditions that occur at PT. Branky Bumi Asri shows that there has been employee indiscipline at work. Data shows that in the last 3 months many employees have not entered due to illness or permission. This of course becomes a serious problem if it occurs continuously which results in a decrease in employee performance. Here's the data

Employees who have not come to work in the last 3 months:

Table 1. Employee Attendance Data 2023

No.	Month	Number of Employees	Absence Employee			Presented
			Sick	Allowed	Alpha	
1.	Maret	58 People	9	20	6	2,7%
2.	April	58 People	4	30	6	3,5%
3.	From	58 People	15	15	7	3,0%

Table 1 displays employee absenteeism data for 2023, which includes the number of employees, as well as a percentage breakdown of absences for each month. In March, out of a total of 58 employees, 9 employees were absent due to illness, 20 due to clearance, and 6 due to alpha, for a total absence of 2.7%. April had 4 employees absent due to illness, 30 due to clearance, and 6 due to alpha, for a total absence of 3.5%. In May, 15 employees were absent due to illness, 15 due to permission, and 7 due to alpha, for a total absence of 3.0%. This data provides an overview of the pattern of employee absenteeism during the three months.

Rivai (2018) Managers and leaders utilize discipline in the workplace to help their employees become more aware and compliant with all relevant laws and social conventions, and to encourage them to make positive behavior changes. The importance of organizational discipline is supported by the research of Saputri (2019), Maryani et al. (2021), Siregar et al. (2021), Sarnubi and Hashim (2021), and Putra et al. (2018) which all have the same conclusion: work discipline increases employee satisfaction and productivity.

Based on the previous explanation, employee indiscipline at work and their frequent absence, accompanied by low work motivation, can indicate dissatisfaction in the work environment. If this situation is allowed to continue, the impact can lead to a decrease in employee performance. Therefore, in facing the challenges that exist at PT Branky Bumi Asri, the author is interested in examining the influence of motivation and work discipline on employee performance with job satisfaction as an intervening variable.

2. RESEARCH METHOD

This study uses an explanatory approach with survey design, to test the proposed hypothesis and explain the relationship and influence between independent and bound variables in the hypothesis. All 58 people working at PT. Branky Bumi Asri was included in the study population. This study used a total sampling method with the number of samples equal to the number of population or saturated sampling method, with a sample of 58 workers. Primary data were collected by giving questionnaires to random samples; These people represent the research sample. The Likert scale questionnaire serves as the methodological foundation of the study. Methods such as classical assumption testing, multiple linear regression, hypothesis testing, and sobel tests were used to analyze the data of this study.

3. RESULTS AND DISCUSSIONS

Validity Test

Table 2. Validity Test Results

Item	r calculate	r Table	Conclusion
X1.1	0,782	0,195	Valid
X1.2	0,843	0,195	Valid
X1.3	0,865	0,195	Valid
X1.4	0,685	0,195	Valid
X1.5	0,843	0,195	Valid
X1.6	0,865	0,195	Valid
X1.7	0,685	0,195	Valid
X1.8	0,843	0,195	Valid
X2.1	0,652	0,195	Valid
X2.2	0,913	0,195	Valid
X2.3	0,798	0,195	Valid
X2.4	0,821	0,195	Valid
Z.1	0,872	0,195	Valid
Z.2	0,838	0,195	Valid
Z.3	0,771	0,195	Valid
Z.4	0,857	0,195	Valid
Z.5	0,845	0,195	Valid
Z.6	0,837	0,195	Valid
Z.7	0,782	0,195	Valid
Z.8	0,791	0,195	Valid
Z.9	0,734	0,195	Valid
Z.10	0,848	0,195	Valid
Y.1	0,878	0,195	Valid
Y.2	0,881	0,195	Valid
Y.3	0,878	0,195	Valid

The results of the validity test in the table show that all research instrument items used have a total correlation value greater than the table r (0.195).

Reliability Test

Table 3. Reliability Test Results

Variable	Alpha	Conclusion
Motivation	0,922	Reliable
Discipline	0,794	Reliable
Job Satisfaction	0,944	Reliable
Employee Performance	0,849	Reliable

Based on the results in the table shows that Cronbach's Alpha value is more than 0.60. So it can be stated that all variables have met the requirements of reliability or reliability so that they can be used to conduct research.

Normality Test

Table 4. Normality Test Results

Model	Sig.
X1, X2 and X3 against Z	0,200
X1, X2, X3 and Z against Y	0,200

The table that has been presented illustrates Kolmogorov-Smirnov Z values that are significantly greater than the critical threshold of 0.05. This has the implication that the observed data tend to follow a near-normal distribution pattern. These results imply that when compared to the standard normal distribution, the overall data distribution has a fairly high degree of conformity. Therefore, it can be concluded that the assumption of the normal distribution in the data is sufficiently satisfied, allowing the application of statistical methods that require such assumptions more validly and accurately.

Uji Multikolinearitas

Table 5. Multicollinearity Test Results

Type	Variable	Tolerance	VIF
X1 and X2 against Z	Motivation	0,787	1,271
	Discipline	0,787	1,271
X1, X2, and Z to Y	Motivation	0,656	1,524
	Discipline	0,499	2,006
	Job Satisfaction	0,419	2,386

Analysis of the table indicates that each variable has a tolerance value that exceeds 10% and a Variance Inflation Factor (VIF) value that is below 10. This illustrates that there is no multicollinearity problem in the data.

This condition shows that the variables in the analysis have an adequate level of independence from each other, so that there is no significant dependence between these variables. These results provide confidence that the interpretation of the analysis results is more reliable and the conclusions drawn from the statistical model can be considered more accurate and valid.

Heteroscedasticity Test

Table 6. Heteroscedasticity Test Results

Type	Variable	Sig.
X1 and X2 against Z	Motivation	0,337
	Discipline	0,000
	Motivation	0,178
X1, X2, and Z to Y	Discipline	0,359
	Job Satisfaction	0,235

From the information provided in the table, it can be concluded that the majority of independent variables in each model show significance values that exceed 0.05. This indicates that there is no significant relationship between the absolute independent and residual variables, except for variable X2 in the first structure. Nevertheless, it should be noted that the variable X2 shows no signs of heteroscedasticity in the second structure. To support the results of the Glejser test that has been carried out, researchers conducted additional testing through scatterplots. From the scatterplot results on both structures, it can be seen that the points are scattered around the value of 0 and show a spread far from the Y axis. This provides additional evidence that the homoscedasticity assumption is met.

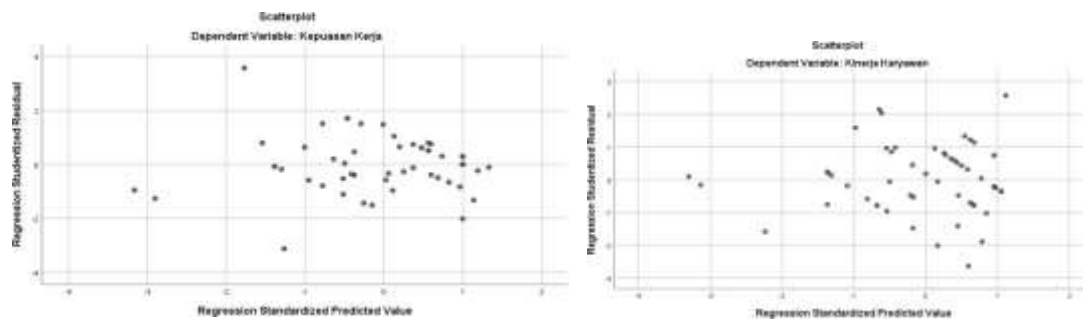


Figure 1. Results of the Scatterplot of Both Structures

HipotesisTest Structure I

Table 7. Results of the First Structural Hypothesis Test

Variable	t	Sig.	F	Sig.	R2
Motivation	3,310	0,002	38,125	0,000	0,581
Discipline	5,639	0,000			

The results of the analysis that have been carried out reveal that there is a significant relationship between motivation factors and employee performance, with a significance value (Sig.) reaching 0.002. The motivation variable also showed a strong contribution to variation in employee performance, as evidenced by a high R-squared (R2) value of 0.581. In addition, it is also seen that discipline variables also have a significant relationship with employee performance. This factor can be observed through a high t-value, which is 5.639, and a very low significance value (Sig.) of 0.000. This finding shows that discipline factors also have an important role in influencing employee performance, in line with findings related to motivational factors.

The results of this analysis have significant implications in human resource management and organizational development. Motivational factors that are proven to have a strong influence on performance

Employees demonstrate the importance of devising strategies to motivate and boost employee morale. Measures such as recognition of achievements, career development opportunities, and a positive work environment can help effectively encourage employee motivation.

Meanwhile, findings on the important role of discipline factors in influencing employee performance underscore the need for the implementation of rules and good governance in organizations. Discipline in carrying out duties and responsibilities can help maintain productivity and quality of work. Therefore, organizations need to ensure policies and mechanisms are in place that support the maintenance of a high level of discipline among employees.

Hipotesis Test Structure II

Table 8. Results of the Second Structure Hypothesis Test

Variable	t	Sig.	F	Sig.	R2
Motivation	2,334	0,023			
Discipline	2,617	0,011	37,347	0,000	0,657
Job Satisfaction	3,648	0,001			

The results of the analysis that have been revealed show that the motivation variable has a significant impact on employee performance, along with a t value of 2.334 and a significance (Sig.) of 0.023. This motivation factor also shows a considerable contribution to variation in employee performance, which is reflected through a high R-squared (R2) value of 0.657. This finding is further reinforced by the results of a very significant F test with a significance value (Sig.) of 0.000, which confirms that models that include motivational variables have a good ability to explain variations in employee performance.

In addition, discipline and job satisfaction variables also showed a significant relationship with employee performance. The discipline factor is seen to have a t value of 2.617 with a significance (Sig.) of 0.011, while the job satisfaction variable has a t value of 3.648 with a significance (Sig.) of 0.001.

In addition, the results of the analysis also provide a deeper understanding of the factors that affect employee performance. The motivational factor, which has been shown to have a significant influence, suggests that it is important to identify what drives employees to achieve the best results in their work. Efforts to develop motivation programs that match the needs and expectations of employees can help increase their morale and involvement in work.

Discipline factors also have an important impact on employee performance, indicating the need to maintain rules, discipline, and work culture that prioritizes responsibility and order. The existence of strong discipline can help reduce disruptions in the work process and ensure employees carry out their duties consistently.

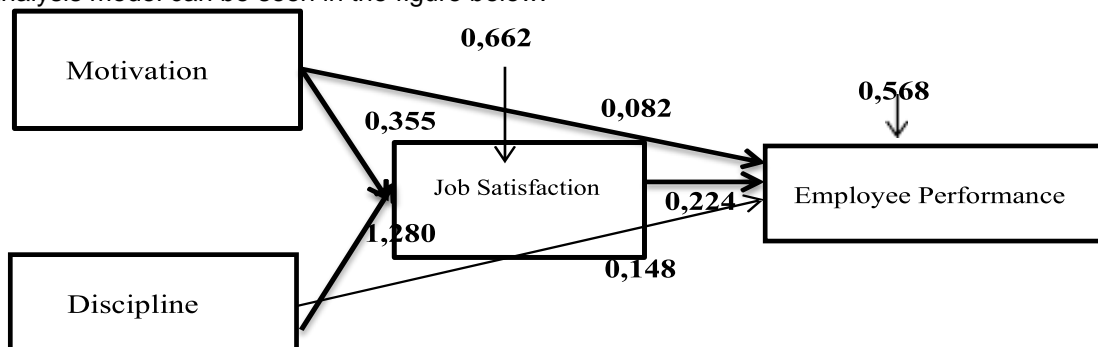
Meanwhile, the relationship between job satisfaction and employee performance underscores the importance of creating a positive work environment and meeting employee needs. Employees who feel satisfied with their work and work environment tend to be more motivated and productive.

Path Analysis

Table 9. Path Analysis Results

Model	Unstandardized B		R2		E1	E2
	I	II	I	II		
Motivation	0,082	0,355				
Discipline	0,224	1,280	0,657	0,581	0,662	0,568
Job Satisfaction	0,148					

The analysis model can be seen in the figure below:



Based on the data analysis above, it can be summarized in the table below:

Table 10. Recapitulation of the Influence of Variables

Type	Influence		
	Immediatel y	Indirect	Total
Motivation for Job Satisfaction	0,355		
Discipline towards Job Satisfaction	1,280		
Motivation for Employee Performance	0,082		
Discipline on Employee Performance	0,148		
Motivation for Employee Performance through Job Satisfaction	0,355	0,086	0,441
Discipline on Employee Performance through Job Satisfaction	1,280	0,312	1,592
Job Satisfaction on Employee Performance	0,224		

Through this table, it is more clearly seen how the variables in the analysis model interact and contribute to job satisfaction and employee performance. The direct impact of motivation on job satisfaction of 0.355 indicates that the higher an employee's motivation level, the more likely they are to feel satisfied with their job. Similarly, the discipline variable had a greater direct impact, at 1,280, on job satisfaction, suggesting that a good level of discipline can positively affect employee satisfaction levels.

In the context of employee performance, the results of the analysis showed that motivation had a direct impact of 0.082, and discipline had a direct impact of 0.148. This means that motivation and discipline each have an influence on improving employee performance. However, it is important to note that this direct influence can be compounded by indirect impact through job satisfaction.

Models incorporating these variables suggest that motivation has a considerable direct and indirect impact on employee performance through job satisfaction. Similarly, discipline variables, which have a significant direct and indirect influence on employee performance through job satisfaction. Finally, the job satisfaction variable itself has a direct impact of 0.224 on employee performance. This shows that the higher the level of employee satisfaction with the job and work environment, the more likely their performance will also increase.

Relevant to these results, Dangnga and Amran (2019) mentioned that salary, working conditions, company culture, leadership and motivation, work discipline, work happiness, and communication are factors that contribute to employee performance. Intrinsic motivation also has a positive impact on productivity, according to findings from Ikhsan et al. (2019). Work discipline, as found by Farid and Wahyundaru (2020), also plays an important role in influencing performance. Discipline can be reflected in morale and the attitude of the workers. Highly motivated and disciplined employees tend to be happier and more productive, as highlighted in numerous studies. Related to job satisfaction, research by Suwandana and Perdanawati (2020) shows that motivation has a substantial positive impact on job satisfaction. The definition of job satisfaction as "an emotional state related to an individual's evaluation of their job," as explained by Anastia, Adriani, and Ratnawati (2021), shows that job satisfaction is not just a quantitative result, but also involves an emotional dimension and an individual's perception of their job.

Sobel Test

Table 11. Sobel Test Results

Type	Sig.	Information
Motivation for Employee Performance through Job Satisfaction	0,014	Significant
Discipline on Employee Performance through Job Satisfaction	0,002	Significant

The calculation of the p-value from the Sobel test shows that the p-value for the first model is 0.014, while the p-value for the second model is 0.002. Both p-values are smaller than the commonly used significance level, which is 0.05. This means that the Sobel test results from both models are statistically significant.

These results provide strong enough evidence to support the existence of a mediating effect in the relationship between these variables. In the context of the Sobel test, the mediating

effect occurs when the difference in values between the independent variable and the dependent variable is significantly reduced when the mediator effect is incorporated into the model. With significant p-value results, it can be considered that the mediating effect tested in both models is significant, and that the mediator variable (in this case, job satisfaction) plays an important role in explaining the relationship between the independent variable (motivation and discipline) and the dependent variable (employee performance).

The results of this significant Sobel test provide empirical support for an understanding of how these variables interact and influence each other in influencing employee performance through job satisfaction mechanisms. Thus, this analysis makes an important contribution in understanding the factors that affect employee performance more comprehensively.

4. CONCLUSION

Based on the results of this study, it can be concluded that the hypotheses proposed have received support from data analysis. First, there is a significant relationship between motivation and employee performance, with motivation having a strong positive impact on employee performance. This suggests that the higher the motivation level of employees, the better their performance. Second, work discipline also has a significant relationship with employee performance. Employees who have a good level of discipline tend to perform better. Third, there is a significant relationship between motivation and job satisfaction, as well as between work discipline and job satisfaction. This shows that motivation and work discipline contribute positively to employee job satisfaction levels. Fourth, job satisfaction also has a significant relationship with employee performance. Employees who are satisfied with their work and work environment tend to perform better. In addition, path analysis shows that motivation and work discipline have a direct influence on employee performance. However, this influence can also be amplified by indirect influences through job satisfaction. Job satisfaction also has a direct influence on employee performance. The results of the Sobel test confirm that job satisfaction acts as a mediator in the relationship between employee motivation and performance, as well as between work discipline and employee performance. From the results of the study, the variable that has the strongest influence on employee performance is job satisfaction. This finding is reinforced by pathway analysis showing that job satisfaction has a significant direct impact on employee performance, as well as by the results of the Sobel test that ascertains the mediating role of job satisfaction in the relationship between motivation and work discipline with employee performance.

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